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# **Hamilton-Wentworth Regional Police**



**Annual Report 1996**





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**Dedication**



# Report to Stakeholders

This year's annual report is a tribute to all of our stakeholders - the communities we serve, our internal members and our community partners. Looking back, 1996 was a year in which we focused on aligning our organizational structure, our management systems and our people with the expectations of our stakeholders.

Our "Photo Odyssey" illustrates the evolution of policing in the past 150 years. The project was designed to use the past to stimulate interest and participation in the future. Through funding support from Human Resources Development Canada, we developed a wall-size poster, a brochure and a training guide which will be used for public education on policing.

One of the year's top priorities was to develop a quality service initiative. After extensive internal and external community consultations, we have set Quality Service Standards to guide service delivery. These new standards are intended to reflect a more customer-focused approach to the way we conduct our day-to-day business.

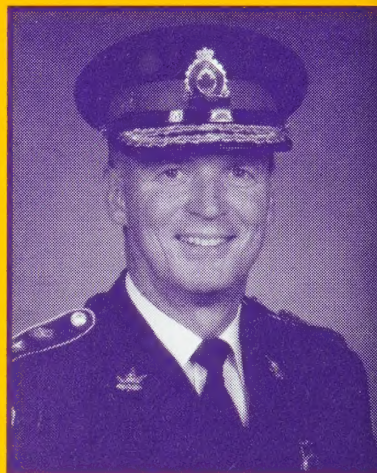
They represent the expected performance of every member of our Service.

We have made a sustained and determined effort to get ahead of the pace of change. Our members are being given the tools, training and empowerment to do their jobs in a way that absorbs change as it comes while still being responsive to community needs. This is evident from the street - with the success of our HEAT teams and frontline efforts; to management's desire to address the question "what do our members need to do the right thing in the right way?"

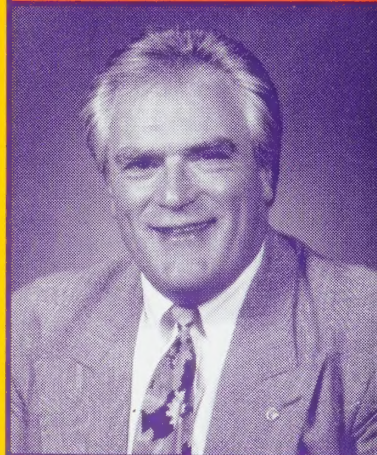
During 1996, HWRP's core competencies were reviewed, refined and used as the foundation for the design of a new performance appraisal form and process. Closer and stronger linkages have now been created between our organizational strategies and human resources processes. In addition, Anti-racism/Cultural Awareness Training has been integrated into our in-service training. These initiatives further reinforce our vision and bring our values and beliefs to life.

This stakeholders report shows who we are: our members' accomplishments, our impact on our communities, our achievements as a Police Service. We are immensely proud of what we have accomplished together and we are conscious of what lies ahead.

We will continue our community consultation efforts and we encourage all the communities we serve to express their concerns and comments. We invite all to make a personal investment in community safety and not hesitate to seek involvement in policing.



**Chief Robert Middaugh**



**Chairman Bernie Morelli**

A handwritten signature in dark ink, reading "R. Middaugh".

**Robert Middaugh**  
Chief of Police

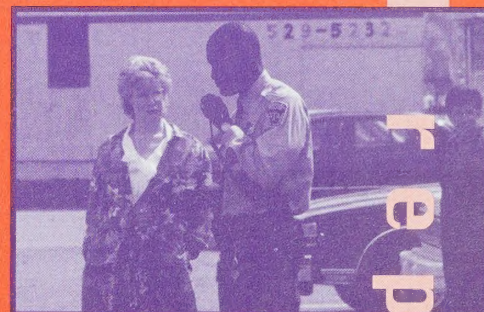
A handwritten signature in dark ink, reading "Bernie Morelli".

**Bernie Morelli**  
Chairman, Police Services Board



# Our year's highlights

- Organizational Profile
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# Organizational Profile

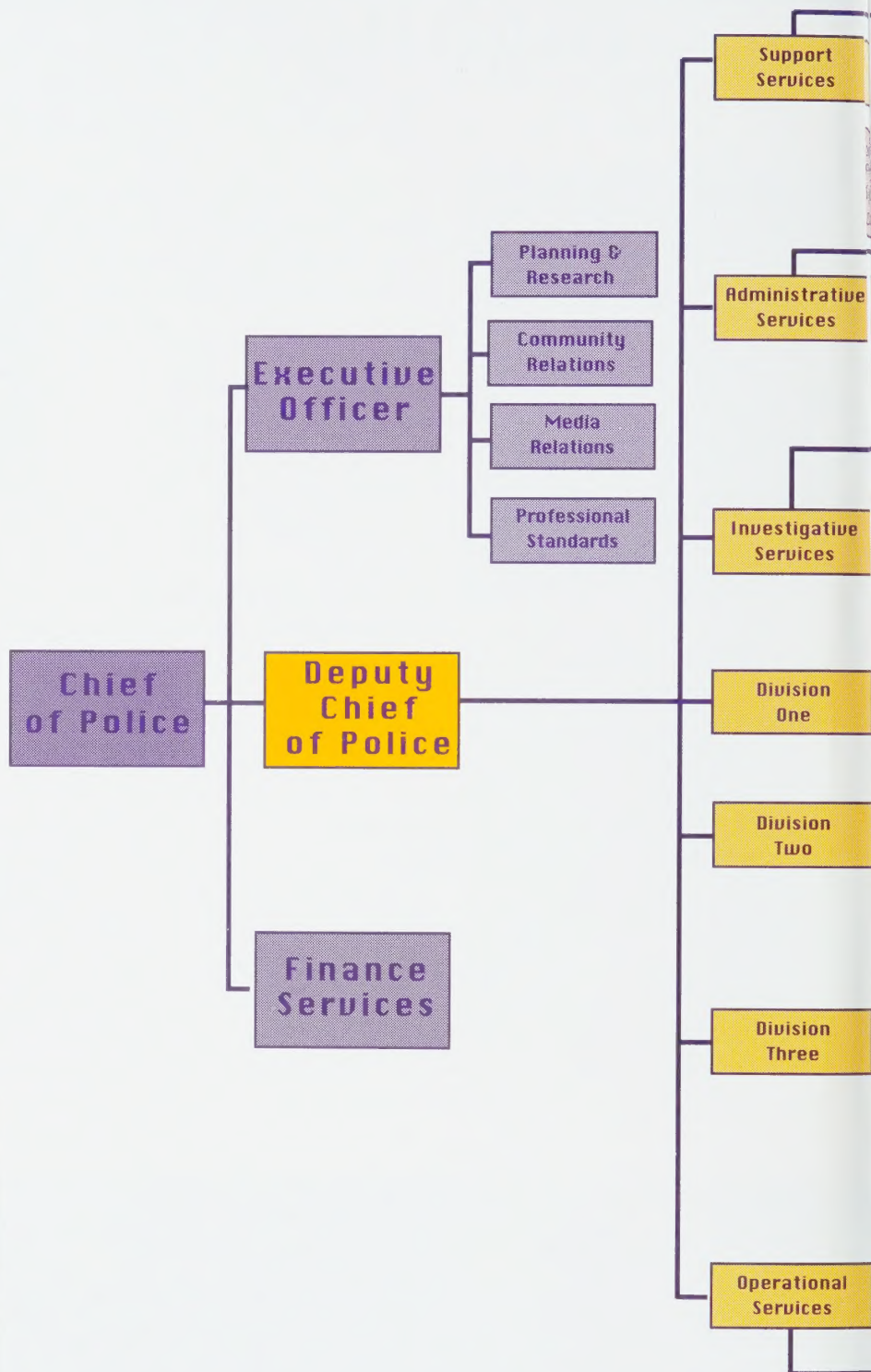
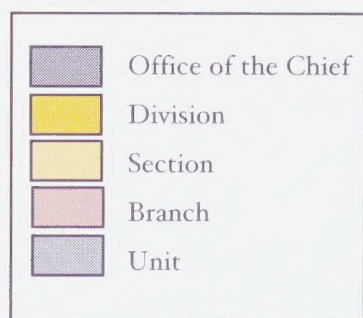
**T**he Hamilton-Wentworth Regional Police is a public service organization

responsible for the delivery of security to all citizens in our Region. Our core mission includes crime prevention, law enforcement, public order maintenance, victims assistance and emergency response.

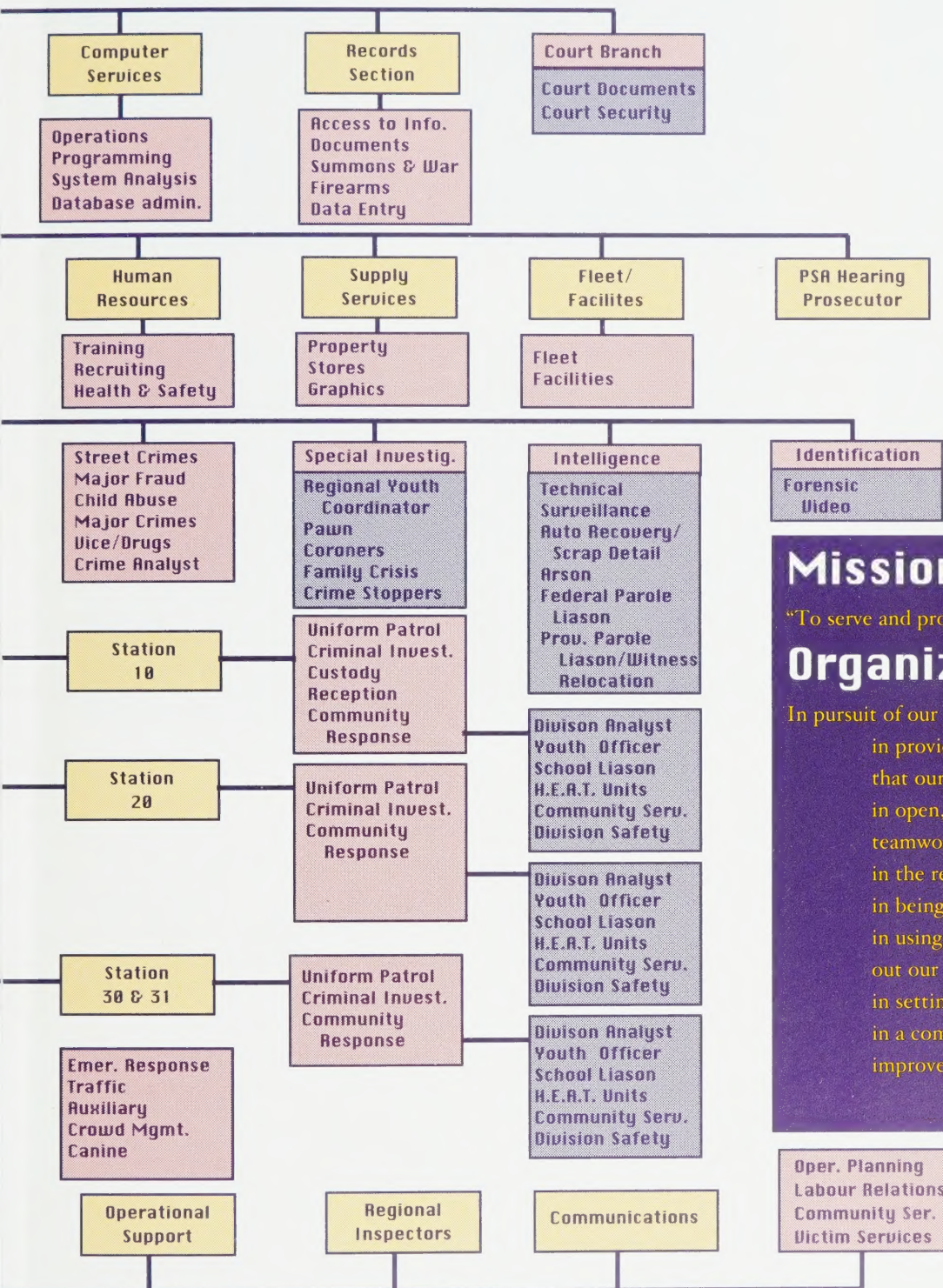
To do this, we employ 661 police officers and 243 civilians in a diverse but cohesive organization working from 4 primary locations and several "store-front" operations.

Our civilian members, specialized units, other emergency agencies and the community are an essential part of the team. They work with our patrol officers and investigators to ensure an integrated response to community safety.

Our organizational values reflect traditions going back to the very foundation of modern policing, when we were one of the first organized police departments in the nation. Today, these traditions are maintained through the quality of our people, and the service they provide daily under all conditions.







## Mission

"To serve and protect in partnership with our community."

## Organizational Values

In pursuit of our mission, we believe:

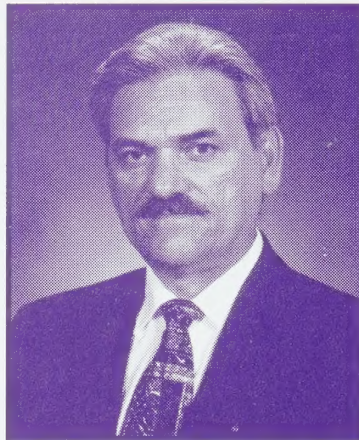
- in providing quality service
- that our members are our most important resource
- in open, positive communication which encourages teamwork
- in the respect for and value of the individual
- in being sensitive to the needs of victims of crime
- in using only the minimum force required in carrying out our duties
- in setting an example for the community we serve
- in a commitment to continuous learning and improvement



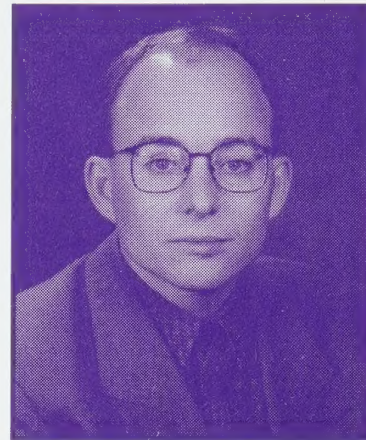
## Governance



Surinder Ahluwalia



Dennis Concordia



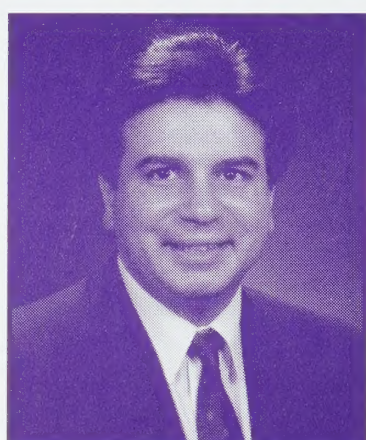
Terry Cooke



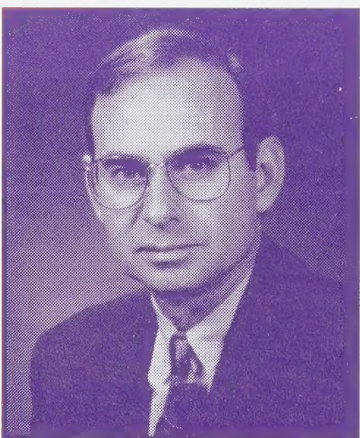
Mary Lou Dingle



Judi Emerson



Tom Jackson



Robert Prowse  
Board Secretary

In Ontario, every Police Service must have a Police Services Board to provide governance and accountability. The Hamilton-Wentworth Police Services Board, along with the Chief of Police, assumes the role of policy direction and administration of policing in our Region.

Among its many specific duties, the Board approves strategic plans, determines general organizational objectives and priorities, establishes policy and oversees the ethical conduct of the organization.

The Board is comprised of seven non-police members. A majority of the Board members are provincial appointments, with Regional Council selecting the balance from among its elected members.

### Chairman

Bernie Morelli

### Members (Regional appointments)

Terry Cooke

Tom Jackson

### (Provincial appointments)

Surinder Ahluwalia

Judi Emerson

Dennis Concordia

Mary Lou Dingle

### Secretary:

Robert Prowse



At the Hamilton-Wentworth Regional Police (HWRP), when we embarked on our first Strategic Plan in 1991, we decided that the organization had to be restructured in order to facilitate strategic management. We realized that all operational strategies must be entrenched into the day-to-day life of the Service through a good mix of organizational structure, leadership and culture.

In 1996, there were many initiatives towards bringing about the right structure. The hiring of 25 new constables afforded the opportunity for the Service to analyze our service capabilities first, then reorganize the structure, before finally deploying the staff.

To respond to neighbourhood quality of life crimes and disorders, a formal Community Response Branch was set up in each of the three Patrol Divisions. The Branch links existing programs - School Liaison Officers, Community Services Officers and our Division Safety Officers - with new programs - High Enforcement Action Teams (HEAT), Youth Officers and Division Analysts. The integration and coordination of the specialized skills and multi-service approach to resolving crime problems in local communities have resulted in many successful crime prevention and intervention projects. Police agencies from across

Ontario are now implementing similar units after reviewing our successes.

The implementation of squad Staff Sergeants at the three Patrol Divisions was another move. Through a "Performance Leadership" training program, the Staff Sergeants were empowered as the change agents to champion quality service throughout our organization.

The Niagara Regional Police Service now supplies all our video needs. Our video unit and theirs amalgamated as a result of a cost savings initiative.

Another initiative towards quality policing involved a joint-forces approach. In July, the police services of Hamilton-Wentworth and Halton regions united in an effort to provide effective marine policing to both regions at substantial cost savings without jeopardizing public boating safety. The alliance of two full-time Halton officers and four full-time Hamilton-Wentworth officers and retention of the vessels from both regions maximized the use of resources. After testing the waters for six months, the year-end evaluation showed very promising prospects for the joint-forces approach.

Halton Regional Police Service and HWRP entered into another agreement for the establishment of joint Canine operations. In late July, Canine officers from both Services combined units in

an effort to enhance canine assistance.

As the Honourable Bob Runciman, Ontario Solicitor General and Minister of Correctional Services said, "Partnership is the key element in community policing which is the way police services will increasingly be delivered." Besides the internal structure, HWRP extended our community safety outreach by establishing Community Policing Centres at Centre Mall and Lime Ridge Mall.

With the cooperation of Cadillac Fairview a Community Policing Office in Centre Mall is now open to the public during mall hours. The office is an information and reporting centre staffed with over 50 trained volunteers. A similar Community Policing Office located at Lime Ridge Mall is due to be in operation in 1997. Almost 60 volunteers will assist the public in completing citizen reports.

In addition to the Community Policing Centres, the partnership approach was also expanded to include a new Citizens Advisory Committee for Station 31 with citizen representatives from Ancaster, Dundas and Flamborough.

Our new organization chart (page 4-5) tells the tale best. It represents the culmination of all our efforts. For we know that a right structure will allow the division of tasks for efficiency and clarity of purpose; coordination



Hamilton-Wentworth Constable Bill Gent and Halton Officer Constable Steve Martin are part of the Marie Unit alliance between the two services.



of interdependent parts to ensure organizational effectiveness; balancing the need for specialization with the need for integration; and providing formal means for decentralizing and centralizing.

## Performance Excellence!

In 1996, Chief Middaugh established a strategic objective to develop and implement a Quality Service (QS) Program to assist in pursuing two key organizational values: providing quality service and our employees are our most important resource.

A QS team, representative of every division of our Service, began discussing ways to improve the quality of service we provided, not only to the public, but also to each other. They came to the conclusion that while our organizational mission statement and values did provide a clear vision, there was a definite need for every member of the Service to be more aware of the importance our vision had to play in their day-to-day performance. As a result, a more customer-focused approach in the way we do our business, was adopted.

The first step towards achieving this change was through the deployment of Staff Sergeants on every squad. These officers were to be responsible for ensuring that quality controls, which would soon be developed, were implemented. They were then brought together for a two-week training session called "Performance Leadership '96." The theme - working together to improve the quality of service we

provide - was emphasized throughout the training. It was very apparent, at the end of the course, that these leaders had a clear understanding of their role and the need to work together to bring about positive change.

The next step the QS Team tackled was to develop the standards that set the performance expectations of our members. Basic standards were drafted. Input was gathered from members of our Service and community members before the final standards were defined.

As 1996 was drawing to a close, team members were working at full speed on two major objectives: the Service-wide implementation of performance standards and assisting with the development of our new Performance Evaluation Program (to include a specific area for evaluating customer-focused performance). In addition, the team was simultaneously developing a training program in conjunction with a community partner, a non-sworn employee recognition program, an internal/external marketing strategy, and a method of obtaining ongoing customer feedback.

It needs to be recognized that the Hamilton-Wentworth Police Service has always worked towards providing a very good quality of service, but resting on our laurels is not an option. Our vision is to be the best police service in Canada. To meet that target, we must always strive for excellence! A customer-focused approach to our service delivery is a very big step towards fulfilling that vision.



Mr. John Chisholm, who is responsible for directing and coordinating the Royal Bank's service quality initiatives in Ontario, spoke to our Staff Sergeants on the opening day of "Performance Leadership '96." John's practical and humorous advice clearly expressed his belief in quality as the key to survival.



"Performance Excellence" is the message from Deputy Chief Ken Robertson. Our Service embarked on extensive training in 1996 to ensure our communities received the quality service they have come to expect.



## The Art of Performance Management

To help our Staff Sergeants measure and improve the quality of service our officers provide, a new Performance Appraisal and Development Plan (PADP) was created for frontline officers. Now, organizational ideals such as customer-focused service delivery, are strongly linked to individual performance through performance appraisal and career development through personal goal setting.

Sergeant Mark Simchison, who is responsible for implementing the new PADP believes "...that this revolutionary system is a bold and significant step forward in understanding and meeting the changing needs of our people, our organization and our communities."

The system incorporates standards from the Ministry of the Solicitor General and our mission and organizational values into twelve key competency areas. These key competency areas outline the responsibilities, specific duties and organizational relationships that make up a job.

Performance expectations for each area are clearly stated, and the criteria for the supervisor and the employee are identified.

The second element is crucial to the success of the appraisal system - a career planning process for the long-term development of our members. Supervisors/ managers and members agree upon clear job-related, personal development career plan goals which complement our overall strategic directions.

As Sergeant Simchison notes, "...the system is intended to develop the performance potential of our members to the fullest. Addressing the performance needs of our employees ensures that theirs and the organization's goals are one."

The bottom line: our members will all share the same vision and they will be evaluated on how well they support that vision.

## Anti-Racism and Intercultural Awareness Training

In February and March of 1996, all our senior management - from our civilian Managers up to Chief Middaugh - received anti-racism and intercultural awareness training.

Our initiative was seen as a provincial pilot program and \$30,000 was received from the Race Relations and Policing Unit of the Ministry of the Solicitor General. To administer the grant, select consultants and monitor the training, police personnel and community members formed a steering committee. The committee was co-chaired by one police representative and one community representative.

A three-step model was developed which many of the participants found to be a helpful framework to show how and why a police agency should be involved in anti-racism:

### **Step One: Racism and Discrimination in the Community**

The first step was to look at the

Chief Bob Middaugh leads members of the Vietnamese community on a tour of Central Police Station. The tour was part of a program organized by the Vietnamese Association, with funding from the provincial Race Relations and Policing Unit (RRPU). The R.R.P.U. also funded the Anti-Racism and Intercultural Awareness training for our senior officers.





racism that exists in the community. Once there was an understanding of the type and quantity of racial incidents and crimes occurring locally, there could be a discussion on the appropriate police responses.

### **Step Two: Police and Community Relations**

Tensions between police and racial minority communities were explored. It became clear that some of the distrust could be alleviated by a better police response to racism (step one).

### **Step Three: Racism and Discrimination in the Workplace**

After exploring the wider community dynamics, the need for senior managers to proactively ensure an inclusive and discrimination-free workplace, was stressed.

The design and delivery of the senior manager training was quite different from traditional police programs. As the decision-makers who influence organizational change and facilitate on-going organizational learning, senior leaders were trained first as opposed to last. Also, non-police instructors were used, which brought in a range of community members and consultants. The community members contributed meaningful input in the design of the training. Finally, training was delivered in two modules with a month between modules to allow participants to complete a practical assignment.

In October, anti-racism and anti-discrimination training was integrated into "Performance Leadership 96" so that an anti-racist and anti-discriminatory approach would be an integral part of our quality service initiative.

This training was delivered by our members, with speakers from the Association of Black Law Enforcers (A.B.L.E.), Vietnamese officers from Metro Toronto Police, and a field trip to the Woodland Cultural Centre in Brantford where exhibits and discussions were used to explore the impacts of stereotyping on Aboriginal people. In addition, a specific module was introduced on gay and lesbian issues, delivered by community members.

Both the Senior Manager and

Staff Sergeant training has had other long-term impacts as a result of relationships built with community members and consultants involved in the training. For example, a series of sweatlodge ceremonies were conducted for police personnel by one of the Aboriginal consultants. The sweatlodge is one of many Aboriginal ceremonies outlawed for years in Canada. The inclusion of law enforcement personnel in sweatlodge ceremonies is symbolic of law-enforcers beginning to appreciate and respect Aboriginal traditions.

Our Service can already see the effects of the anti-racism and intercultural awareness training. The following initiatives have been undertaken, all of which were identified during the training:



Constable Bernie Evans created a web site for Station 31. Other HWRP sites include: Division 2, Communications, Identification, Human Resources, Emergency Response Unit and Community Services. For all those net surfers out there, the HWRP site and home page can be found at <http://www.police.hamilton-went.on.ca/>



- we have initiated more training on hate-motivated crime for patrol officers and,
- a policy on anti-racism and anti discrimination is being finalized (as a revision of the existing Race Relations Policy).

It is clear that in this field as in many others, our Service is fast being recognized as a leader.

## A Revitalized EAP

"Asking for help is definitely a sign of courage, not a weakness," reflects Staff Sergeant Tom Andrew, Chairman of our Employee Assistance Program. After over ten years of involvement in the Program, Staff Sergeant Andrew's words carry a sense of truth and authority.

Our Employee Assistance Program has adopted a new identity - Peer Counselors are replaced by the Critical Incident Response Team (CIRT). CIRT members are ready to provide stress debriefing to members who come face-to-face with their own vulnerability.

The Critical Incident Response Team will respond to a critical incident (an emotional experience or shock which has a lasting psychological effect) and assess the needs of our employees. If required, they will assist the affected members in the management of the critical incident from the initial contact through to a

formal debriefing.

CIRT members are specially trained by Off Site Resources. They are mostly experienced members with a varied background in frontline positions. Their role is not to evaluate right or wrong but rather to offer assistance to deal with potential problems.

## "Bring your child to work day"

"Cool!"

"All that paperwork for just that?"

"Hey, just like on TV!"

All those comments, and more, were heard around Station 10 on November 6, as about 25 students - sons and daughters of our members - took part in "Bring Your Child to Work Day."

The concept originated a few years ago in the United States as "Take Your Daughter to Work Day" and was designed to expose Grade 9 students to a work environment. What better way than showing them where (and how) their parents work?

The plan has mushroomed until it is now a North American-wide event. It came to Canada in 1994, changing "daughter" to "child" to expand the program's

scope. The Hamilton Industry and Education Council brought it to our Boards of Education in 1995. About 900 large and small workplaces and more than 4,000 students took part in 1996.

For our Service, the day started with a tour of Station 10, conducted by Community Services Officer Jim Hamilton, who also brought in his daughter. The group - which kept getting larger as kids joined in - made stops in our Records Section ("All that paperwork for just that?"), Identification Branch ("Cool!") and other locations along the tour route. The final stop was Station 10 Parade Room ("Hey, just like on TV!") for refreshments and some presentations.



Information on peer pressure, avoidance strategies, drinking and driving, and more was reviewed while juice and munchies were consumed. At the same time, some help with homework and assignments was available. Our Service has vast amounts of information on a wide variety of topics, much of which could form the basis of a school project



After the presentations, the students were returned to their parent's work location wherever possible. This was the first time our Service has participated in this special day. However, plans are underway to expand it for '97.

## Project Concern

1976 To 1996 - Twenty Years Of Community Giving

Twenty years ago, several members of our Service started what has become one of our most significant community initiatives: Project Concern, our voluntary payroll deduction charity fund.

This fund has become one of our community's most recognized and effective employee charity sponsors. Monies have helped to ease suffering and bring joy to thousands of the less-fortunate members of our community.

Over the years, the membership of Project Concern has grown dramatically. Today, 475 members of our Police Service contribute to the fund through payroll deductions, "dress-down" days, summer noon-time barbecues and other initiatives.

Project Concern is administered by a volunteer board of 12 members of our Service. They actively solicit the views and opinions of our contributors to determine preferences and ranking of local critical needs and community causes. This "listing" provides our volunteer board considerable flexibility in administering the



One of Project Concern's most notable successes has been "Christmas at Carmen's". Hundreds of disadvantaged children and their parents are treated royally through the dedication of volunteers from our Service and partners throughout our communities.

fund and allows for a wide range of giving. Well over one-half a million dollars has flowed into our community - directly to where it's needed the most! The range of giving includes:

- from \$35,000 to Chedoke-McMaster Children's Hospital to \$200 for specialized contact lenses for an infant with chronic vision impairment;
- from \$25,000. to Ronald McDonald House to a few hundred dollars for a stereo system for the residents of Rygiel Home who are confined to beds or wheelchairs;
- from \$25,000 to St. Joseph's Hospital Ambulatory Care to food and clothing for a young mother and her children who lost everything in a house fire.

Our volunteer administration means no administrative costs, so every penny of every dollar donated goes directly to local charities and critical causes. John Daniels, our Project Concern Chair notes, "Project Concern continues to reflect, in the most tangible and meaningful way, that members of our Service CARE for the community we serve."

## Photo Odyssey

The Hamilton-Wentworth Regional Police Service (HWRP), made up of the former Hamilton, Ancaster, Dundas, Stoney Creek and Saltfleet Township police services, is rich in untapped police history, tradition and lore. Although some short papers have been completed by officers giving talks on the history of the Hamilton Police Department, very little effort has been made to create a concise written, oral or visual record of the police history of our region. This is very ironic - our region, notably the early town of Hamilton - had what is possibly the first modern constabulary in Canada, and one of the first in the world. With so much history to explore, Chief Middaugh was convinced that a chronicle of HWRP needed to be told.

A team consisting of serving members, sworn and civilian, and a retired senior officer was formed to examine the viability of the concept and the scope and



purpose of the project. This group would also act as a resource to whomever was selected to craft the final product.

Funding in the amount of \$18,000 was obtained from a Human Resources Development Canada program aimed at providing "resume-building opportunities" to unemployed but skilled workers. Three contract workers

Uniforms, Transportation, Services and Programs, and Communications. These "time-lines" strikingly demonstrated the changes which had taken place over the preceding 163 years.

The poster was complemented with a training guide designed for easy use by anyone wishing to learn more about specific items in any of the categories.

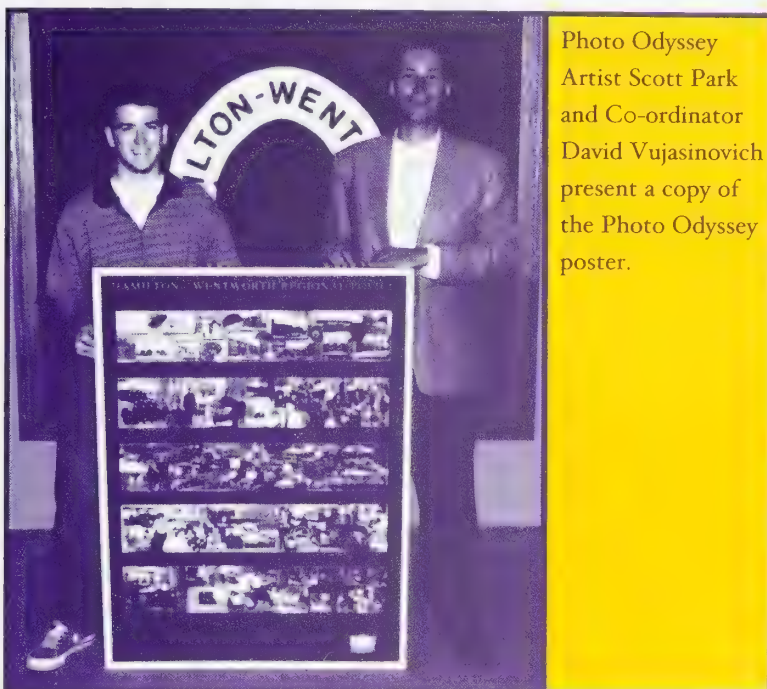


Photo Odyssey Artist Scott Park and Co-ordinator David Vujasinovich present a copy of the Photo Odyssey poster.

were hired: a leader, a writer, and an artist. They were given the arduous job of coordinating, researching and designing the product.

From the outset, the team concurred with Chief Middaugh's vision that the history be designed as a poster. Over several meetings, it was decided to richly illustrate the poster with photographs depicting our history from about 1833 to the present time. Five categories were chosen for highlighting: Buildings,

The Photo Odyssey project turned out to be a very exciting and highly rewarding experience for all of the participants. Our Service gained not only a sense of self, but a valuable community-resource tool; while members of the contract team were able to put a high-quality project on their resume. The one-of-a-kind poster and guide are available from our Stores Branch.

H.E.A.T. means High Enforcement Action Team. Formed early in 1996 in all three Patrol Divisions, the teams bring a wide variety of police and community resources to bear on targeted issues. H.E.A.T. isolates a problem, using community information and their own efforts. When H.E.A.T. is applied, the major offenders are tagged, and their activities ended as fast and efficiently as possible.

The original H.E.A.T. Unit was in Division 2. Their first issue was car theft. Between April and June, the statistics for this crime were staggering: 155 charges laid - 63% to young offenders; 72 people arrested, 36 for direct car theft activities - a 186% increase over the year before; and, \$440,000 in stolen cars recovered. The statistics continued to climb the remainder of the year - the message was coming through loud and clear.

It's not like the thieves didn't know. H.E.A.T.'s mandate starts with community education. The H.E.A.T. officers spoke to 10,000 high school students during the project, laying it on the line for them. There were numerous media interviews; the arrests were all publicized. The thieves thought they could beat H.E.A.T.; however, their arrest proved them wrong. Some took longer to learn. H.E.A.T. paid special attention to re-offenders; their second arrest came as a nasty shock.

The smart ones learned the easy way - just don't do it. Stealing a



car seems like a fun thing, an easy thing - but a criminal record is not; getting hurt in a wreck is not; hurting family, friends and neighbours is not cool. And it wasn't just the drivers - the passengers were finding themselves in court and getting convicted, something new from your neighbourhood H.E.A.T. Unit. "No excuses - you're in it, you did it, you pay for it."

Bottom line: 24 fewer victims per month, 24 fewer insurance claims, and some sad lessons

learned the hard way.

## Community Auto Theft Reduction Project

The Community Auto Theft Reduction Project, funded primarily by a grant from Youth Services Canada, was formed by several young people, working with Constable Paul Dempsey, our Division 3 Community Service Officer. This team

attacked car theft from the prevention side.

Prevention means education, and the project staff took to it with a will. A nine-minute video for young people was produced in cooperation with the Theatre Aquarius Summer Drama School, showing the all-too-frequent consequences when "The Joyride's Over". Our Service donated video production time, personnel and equipment to the project, valued at more than \$10,000.

H.E.A.T. means High Enforcement Action Team. The key word is action. The H.E.A.T. treatment is simple: the full power of community and internal resources is focused on a serious problem, and the pressure is kept up till it's resolved.

H.E.A.T. Units have a wide-ranging mandate. No serious issue is outside their interest. A seven-part process makes sure nothing is overlooked.

- First, community-internal interaction. H.E.A.T. members are part of their community, and collect data from all possible sources - other officers, community store-front stations, Crime Stoppers - everywhere and anywhere.
- Second, limited focus. This means handling one problem at a time, and giving it everything they've got.
- Third, fast action. When a problem is identified, everything is brought to bear - analysts, all the necessary resources from our Service other Services and the affected community - just as fast as possible, so the message is immediate, loud, and clear.
- Fourth, standardization. To get things happening fast, procedures which are common to most projects are standardized so they can be put into effect immediately.
- Fifth, external and internal education. The community is made aware of why we're taking

action, who the victims are, who the offenders are. It's not just enforcement: alternatives are offered, questions answered, warnings given. Internally, information is sought and cross-referenced, the seriousness of the problem is highlighted, and cooperation sought for the project.

- Sixth, every project is marketed through the media so everyone knows the problem and can help solve it. The public and the affected neighbourhood is kept informed, results are published, concerns addressed.
- Seventh - and perhaps the most vital - follow-up. Problems aren't forgotten. Re-offenders are targeted fast and removed from play. If necessary, H.E.A.T. members and our Service will lobby for legislative change locally, provincially and federally.

Victims are counseled, given assistance with impact statements and compensation procedures, and assisted through any court process.

H.E.A.T. is a whole new way of thinking.

H.E.A.T. looks at the whole picture to bring about long-term solutions. Problem-solving is the key. It may lead to enforcement or non-enforcement solutions but the goal is the same: end the problem in no uncertain terms. Applying H.E.A.T. gets results.





The General Accident Assurance Company donated \$12,000 to produce a 30-second television and radio public service announcement on the same theme.

Car owners were not ignored. Through mall displays, demonstrations and more, they were shown theft-prevention strategies proven to be effective. A re-victimization package was created, offering the same strategies and information for hand-out to people coming in to any of our stations to report a car theft. Young people were shown the devastation that car theft could cause to the victim, especially to the elderly who are frequently preyed on.

But more than that, young people were brought into the process. Innovative campaigns - including one to design a better anti-theft device - brought students over to the right side of the problem. To bring the media into play, a "Hot Car" list was established, allowing local radio stations to broadcast the plates of stolen cars. "Parking Tickets" were handed out in mall lots, advising owners how they could protect their vehicles better. The C.A.T. program (Combat Auto Theft) received a major boost. Car owners who place a C.A.T. sticker on their back window are telling police this car should not be out past 1 a.m., and allowing it to be stopped if it is.

Although an independent initiative funded by the federal government, the Community Auto

Theft Reduction Project became a temporary entity of our Service. The information and programs developed provided immediate value to our community, and their efforts are continuing to have an impact even after the project has finished.

The winners! The Community Auto Theft Reduction Project sponsored a "best poster" contest for Grade 8 students. Top honours went to Catherine Panaligan, Nisreen Murad, Jessica MacQuarrie, Brianne Service and Stacey Spree (four of whom are shown below), for "driving home" the message on auto theft.



## Regional Youth Coordinator

As 1996 drew to a close, it became readily apparent where a great deal of time and energy was being expended. Youth issues in Hamilton-Wentworth had come to the forefront after a number of initiatives pointed to a growing and serious problem.

Our Region has seen the seriousness of youth-involved incidents grow from mostly "prank" status to where criminal assaults are rapidly becoming the predominant offence.

The need for a planned response to youth issues lead to the cre-

ation of the Regional Youth Coordinator position within of our Family Crisis Unit (FCU). "The position was created with a view to better serve youth in our community," says Detective Eric Girt, the officer responsible. "One of the most important tasks was to re-establish links with 'Youth Serving Agencies,' the community and organizations involved with youth."

Detective Girt wears two hats. As a member of the FCU, he carries out investigations. In his role as Regional Youth Coordinator he acts as a "facilitator" - a



## Project Hang-Out

link between "Youth Serving Officers" - our School Liaison Officers, Division Youth Officers, Street Crime Officers and other Community Response Officers. It's a way to ensure common problems are identified, and effective plans made to deal with them.

The position is an important link in the holistic response chain our Service is creating. It's important that actions be coordinated as part of an overall plan, whether it be H.E.A.T., Community Response Branches, or Youth Serving Officers. Our Service is one of the first to tackle youth issues in such a coordinated fashion, and the results are beginning to speak for themselves.

It comes as a nasty surprise. A letter from Hamilton-Wentworth Police in the mailbox:....."Dear Parent, your (child) was found loitering and causing mischief at....."

Division 3 has almost 46,000 school age youth, more than Divisions 1 and 2 combined. Although 95% are law-abiding, 5% of 46,000 is still a lot. It's not surprising our community perceives the problem of disorderly youths as a top quality of life concern. Shoppers and park users, many of them elderly, feel intimidated by the crowds of young people, some of whom were panhandling, using drugs and committing mischief.

Traditional attempts to control the situation only provided short

-term fixes. A more permanent solution was needed to resolve the issue and cut down officer work load. To get a grip on the situation, Constable Lloyd Williams, the Division 3 Youth Officer, and Constable Dave Fraser, the Division 3 School Liaison Officer, implemented "Operation Hang-Out".

Using input from divisional records, Neighbourhood Watch Groups, local politicians and

community businesses, "Hang-Out" targeted twenty-three problem locations. A two-pronged approach was taken with offenders: the Trespass to Property Act was upheld, but first, offenders were provided with alternatives to loitering. If they ignored the alternatives, a three-step process kicked in:

- First offence: verbal warning, and a letter sent to parents.
- Second offence: a choice: be charged or attend Trespass School
- Third offence: no choice: you're charged.

It worked. Exactly 391 trespass warnings were issued by officers, with only 6 second-timers. There were no 3-time losers. The 2-timers all chose to attend Trespass School.

School was held Mar. 25, 1997. A free flow of information was encouraged. The six students learned how loitering caused problems for business owners and area residents, and in turn, voiced their complaints.

With the Project Hangout in place, beat officers will sustain the initiative. Names of offenders will be submitted to the appropriate Division Youth Officer, starting the three-step process. In addition, work has begun with area politicians and recreation departments to create skateboarding facilities in anticipation of next summer's anti-loitering program.



Youth issues are "hot buttons" in society right now - and young people are taking the lead. Students in our region rallied for justice after the murder of a teen which rocked the city. Such issues are the concern of our Youth Serving Officers.



## Division Analysts

Identifying crime trends, tracking community concerns and developing strategies to address problems are proactive policing methods in support of our beat management concept. At our Service, this information is now easier to get, thanks to Division Analysts in our three Patrol Divisions.

Our analysts - Constable Jack McFarland, Division 1; Constable Keith Holloway, Division 2; and Constable Chris Kiriakopoulos, Division 3 - received extensive training in research, analysis and computer skills to prepare for their new role. They have also worked at great length with our Computer Services Section to allow existing data to be searched by division and by beat.

Even with a few processes still to be worked out, the Division Analysts are producing some valuable information for commanders and beat officers to use now. Reports on youth crime, neighbourhood analyses and special divisional profiles are examples of the information produced regularly by these officers.

In addition, the Division Analysts work very closely with the H.E.A.T. members helping to identify community problems and concerns.

The role of these analysts has allowed our officers to take effective street action, and our commanders to plan strategically. Great progress has been made and as the system matures, the process will be even more effective.



Superintendent Cliff Jackson (noted above) lead the planning team which developed and co-ordinated our plan of action for the Days of Protest. The protest saw the Station 10 classrooms converted to an Emergency Operations Centre for the first time.

## Days of Action

On June 8, 1995, Mike Harris was elected Premier of Ontario. The changes initiated by his government were not well-received by several sectors in Ontario, and a program of rotating one-day general strikes was announced in late 1995.

In January 1996, labour leaders selected the Region of Hamilton-Wentworth as the next site - after London. Catching everyone by surprise, a 2-day protest was announced: Friday February 23, a 24-hour general strike with rotating pickets at industries and government facilities; and Saturday February 24, a giant march to coincide with the Ontario Progressive Conservative Party's annual conference.

The two back-to-back protests made up the biggest-ever event to hit our region and we had only a month to plan what would be our biggest-ever operation. Event organizers were estimating 50,000 protesters on Friday, and

100,000 on Saturday. In response, we had a few hundred officers, including our small auxiliary officer strength, to deploy. We called in reinforcements, especially for our newly-formed Crowd Management Unit. The O.P.P. and Metro Toronto Police willingly stepped in with assistance, while neighbouring Halton and Niagara Regional Police Services placed personnel on stand-by.

Two classrooms at Station 10 were converted to their never-used role as an Emergency Operations Centre (EOC). Superintendent Cliff Jackson, the Commander in charge of Division 1 and Inspector Tom Marlor, were responsible for the planning and execution of the overall plan. Chief Bob Middaugh and Deputy Chief Ken Robertson provided direction and external support.

Scheduling hundreds of officers to provide continuous coverage was an enormous task assigned to Sergeants Peter McHarg and Paul McGuire. They ensured that "days off" were rescheduled, and



shifts re-aligned to provide peak coverage when needed.

Inspector Jack Sutton managed a site Command Post in the Sheraton Hotel and Inspector Jim McGreal commanded a mini EOC at Station 20. A host of other members, civilian and sworn, under the supervision of Inspector Ken Howard, looked after a myriad of logistical details that could make or break the operation. Even an apparently simple task of providing food took on heroic proportions.

Communications were a vital part of the process. With so many people deployed to so many locations, the value of our new trunked radio and computer-aided dispatch system could not be overestimated. These systems allowed commanders to maintain control, EOC to track the overall picture, and provided a recorded log in case something happened.

It was anticipated that most marchers would be peaceful. However, a student protest at the Legislature before the Hamilton event showed that it would only



Street-side relations between our officers and the marchers remained cordial during the protests, thanks to the tremendous amount of work beforehand, and the professionalism of everyone involved in ensuring an incident-free event.

take a few to cause a problem. Intelligence-gathering under Detective Gary Swackhammer and Labour Relations Coordinator Lisette Amalfi became a significant factor in planning. Meetings with the organizers of the two events ensured we were aware of each other's plans and intentions, to avoid any surprises.

Frequent reminders from our commanders reinforced the need for our officers to exercise the

utmost caution and judgment. Officers on duty were instructed to maintain a positive attitude. Enforcement would be tempered by circumstances, but law-breaking would not be tolerated.

Event organizers were aware of the need for tight control. They deployed squads of radio-equipped parade marshals. Working hand-in-hand with our teams, these marshals were a significant factor in ensuring a smooth and orderly time.

The actual protests turned out to be somewhat of an anti-climax. Tensions



Hamilton had seldom seen such a sight - tens of thousands of protesters filling Main St. from side to side for blocks, during the February Days of Protest - as the first of two parades kicked off.





were high at first, but it soon became clear how the days would go. The two events were loud, but peaceful. The cold, damp weather played a role, but the determination of our officers, and the organizer's wish to keep their message unclouded by distractions, were the main reasons the event was kept under control.

It took weeks to do the debriefing and put together the final

analysis. It was obvious, however, that the operation was a success. There were no incidents and no arrests. In fact, Hamilton became the model for other police services faced with subsequent protests. Our Service, with the biggest operation in our history now behind us, could get back to the business of regular policing.

## Auxiliary Police

For years, they've been quietly going about their duties - some for as long as 30 years. You may not have noticed, but you see them now and again at the annual Santa Claus Parade, sporting events such as marathon runs and the Hamilton International Air Show. In 1996, they came into their own.

The Hamilton-Wentworth Auxiliary Police form a reserve to augment the regular sworn strength of our Service for special occasions. There aren't that many - one Inspector, two Staff Sergeants, four Sergeants, forty-eight constables. Unarmed except for their issue police baton and handcuffs, Auxiliaries work as a team with the regular sworn members.

It's not easy. They have to undergo the same use-of-force training as our Special Constables. They have to volunteer at least 12-hours each month. They do it without pay, on their own time. There's no pension. We do supply the uniforms, identical with the regular police uniform except for the word "Auxiliary" on the shoulder patch.

In 1996, the investment paid off. Faced unexpectedly with the Days of Protest and later with the Grey Cup, the Auxiliaries were fully deployed. In the Station 10 gymnasium, they filled row on row for their briefings, then went to work. There were no complaints. They did their duty and just as quietly, returned home having accomplished their mission.



The February Days of Protest remain the biggest operation our Service has ever undertaken. Our response provided a host of lessons learned and a solid base of experience. However, we were soon put to the test once again when planning began for the 1996 Grey Cup - "The Showdown in Steeltown" - slated for Hamilton on November 24.

Initial planning for this event began more than a year in advance when Inspector Tom Marlor was sent to observe policing operations at the '95 Grey Cup celebrations in Regina. As well, Inspector Brian Mullan represented our Service at the regular meetings of the local Grey Cup Planning Committee, co-chaired by Ron Foxcroft and Marnie Paikin.

About ten weeks before the game, a Core Planning Committee was struck to work full-time on the police plan. Under the direction of Superintendent Bob Martin and Inspector Brian Mullan, committee members familiarized themselves with the events and developed plans and staffing levels to police them effectively. Input

was sought and received from our Police Association.

A Management Committee was struck to review the draft plans, build upon them, and assume ownership of the various components. The Core Planning Committee assisted with background work though each member of the Management team had their areas of responsibility:



Convention centre to make one big event area. Copps Coliseum was rockin', and the major hotels downtown all had party centres.

There was even a temporary casino.

Safety was a big concern. Alcohol and large numbers of competing team supporters out for a good time are not always compatible mixtures. The after-

math of the first Blue Jays World Series win in Toronto, and the Stanley Cup finals in Montreal and Vancouver showed what could happen.



It seemed like a lot of planning, and it was. The scope of the celebration was enormous. King Street was shut down between Jackson Square and the





It was our mission to ensure that it did not happen. In the words of Deputy Chief Ken Robertson, "Our plan is designed to ensure all the participants enjoy the celebration while we maintain our commitment to officer and public safety. To ensure these celebrations are not spoiled by the irresponsible actions of a few people, we will adopt a zero-tolerance approach to flagrant violations."

But that didn't mean it couldn't be fun. An information video put out to our Service to explain deployment put it in context: "It's OK to smile!"

All our efforts paid off - celebrations were kept under control.

Our officers got out there, did their job and made people feel comfortable. "The teamwork involved was exemplary," noted Superintendent Martin. "The formulation of our operational plan and its ultimate successful

execution was another solid example of the type of teamwork that this Service is so capable of performing."

Media coverage announced Grey Cup '96 in Hamilton a success. There was also considerable positive feedback from visi-

tors and members of our community. The Hamilton Spectator quoted a visitor from Manitoba: "You know who really impressed me? The police. They were friendly and helpful. You could even crack a joke



The sub-zero temperatures didn't stop fans from having a good time during the Grey Cup game! Despite a few snowballs and the determination of a handful of fans to get onto the field, most of the action was on the field, not in the stands.

Ron Foxcroft expressed his pleasure with the manner in which our Service handled the event. He was particularly impressed with how friendly and helpful our officers were. He said, "People talk about Disney World offering the best in customer service. You people must have a tremendous P.R. department. I wouldn't hesitate to send staff to your place to receive tips on customer service."

Angelo Mosca called in to pass on his feelings: "Great job...fantastic job this week...great P.R....really

professional!"

Perhaps the most graphic and meaningful example of how many of our citizens felt about our service came from a Mrs. Townsend: "My hat goes off to each and every one of your officers. I have

a 21-year old son in a wheelchair, and I wanted to take him downtown to enjoy the celebrations. My husband advised me against it, saying it would be crazy down there. I took him anyway. Your

officers were great. I never felt safer in my life, and I never felt so much love and caring. The officers all had warm smiles, and

were talking to both me and my son. Then, at the game, when there was snow on the ground, officers helped me push the wheelchair without even being asked. They

moved barricades. They made me proud to be a Hamiltonian. I'm so thankful for our Police Force."

The only "Showdown in Steeltown" came on the playing field, not the street. That is the greatest tribute possible.

"The streets were alive..." with the sound of bands and floats during the combined Grey Cup and Hamilton Santa Claus Parade in '96. The parade symbolized the "Showdown in Steeltown" - noisy, but peaceful.





At any one time, more than 200 offenders are on some form of conditional release from federal custody and living in our Region. High-risk offenders released on parole or on sentence expiry represent a significant concern to our community. In the interest of safety, a plan to deal with these people was put into action.

In the early 1990's, members from our Intelligence Branch worked with Correctional Services of Canada to develop the Federal Parole Liaison Program. The role of Police/Parole Liaison Officer was created to formalizing ties, keep communication lines open and ensure information-sharing between the two services.

Over the years, the caseload has seen the position evolve beyond one of communication, to one of consultation, training and education, as well as identification of primary needs and coordination of resources.

"This means the police and parole officers meet regularly to assess the threat presented by people who have been released on parole into the Hamilton area," says Ted Davis, a Detective from our Intelligence Branch who oversees the program. "We then make a plan to manage the risk. Police conduct home visits and attend support groups to acquire details about the offender's life."

"...the most dangerous offender is the one who has served an entire sentence and is released



It takes a dedicated team to persevere in law enforcement, when you never know what lies ahead at the next call. Detective Ted Davis shows an arsenal seized after an incident in our Region. These weapons are now safely removed from the street.

without conditions," reports Davis. "Some of these people have been in prison for ten years or more. When they get off the bus in Hamilton, they're overwhelmed and need help with such basic functions as getting an apartment or finding the YMCA."

Davis understands their situation. "We know that when offenders become stressed, they can become dangerous. Officers quite often give offenders their pager number and tell them to call if they need some help."

To provide even more assistance, a "High Risk Offender Committee" has been set up. This part of the program is unique - it is the first in Ontario, and only the third in Canada. Members come from our Service, Corrections Canada, The John Howard Society, Ministry of the Solicitor General and Correction-

al Services and our community. They develop different ways of managing released offenders when they arrive in our area, from publicly naming the offender, to counseling, treatment or basic information. Chief Midgaugh makes the final decision.

The end result is a carefully-controlled situation, contributing to offender rehabilitation and giving us a safer community.

## Outlaw Bikers

"We will not tolerate outlaw motorcycle gangs operating in our community." With those words, Investigative Services Division Superintendent Bruce Elwood drew a line in the sand, between society and outlaw bikers in Hamilton-Wentworth.

Across the province, similar lines were being drawn in a



province-wide plan to ensure the vicious and deadly biker war in Quebec did not erupt here. In December of 1996, the point was driven home with more than forty pre-dawn raids across Ontario. Twenty-nine bikers, including six Satan's Choice members in Hamilton, were arrested.

Outlaw bikers - those 1% who declare themselves outside society's rules - are a major threat to our young people. Bikers are major providers of drugs, including LSD, and actively seek new users of their product. They also deal in weapons and prostitution. Biker clubs are constantly forming alliances with other clubs, and are always trying to eliminate any opposition, usually violently. In Quebec, innocent people have been caught in the struggle for biker power. Our goal is to keep it from happening here.

To Reinforce that message, our Service organized two major events prior to the December raids; Satan's Choice, had renewed their official Hamilton presence after a 20 year absence, and converted a home at 269 Lottridge Street into a fortified clubhouse. About 125 bikers and associates, on their way to attend an opening party on May 31, were met by a wall of police, checking for drug, liquor and driving violations. In case the bikers thought we'd leave it at that, the process was repeated again on July 19 and the December raids drove the point home.

Working with numerous mem-

bers of our Service - including our Emergency Response Unit - the December raid, part of a province-wide crackdown, started with a bang in Hamilton. Our bomb truck, equipped with a special ram, drove through the backyard gate, then took out the clubhouse side doors as well. Moments later, six Satan's Choice members were in custody, facing numerous charges. Message delivered!

## Serial Bank Robbery Task Force

**"We didn't think we'd be caught."**

*(comment by two bank robbers in Hamilton after their arrest)*

The shock and trauma from a robbery can create many problems for the victims. Although they're seldom physically hurt, the psychological impact can be devastating.

Robberies in Hamilton-Wentworth have averaged 464 per year over the past 5 years, varying by no more than 14. The vast majority of the robbers are drug users, mostly crack addicts, making the robberies even more hazardous.

In mid-1996 an alarming change in the trend emerged. Robberies of financial institutions and other businesses were up 27%, with weapons being seen or indicated in 73% of them. More disturbing, 75% of these appeared to be planned serial robberies. The Major Crime Unit was told to shut them down.

The Serial Bank Robbery Task Force continued the "task force" team concept successfully implemented by our Service for major investigations over the past few years. Headed by Acting Detective Sergeant Peter Abi-Rashed, members from Intelligence, Vice and Drugs, Street Crime and our Crime Analyst were called in to assist.

Of the twenty-three robberies eventually assigned to the team, thirteen were cleared by charge. Six people were arrested directly for bank robberies, and seventeen on other charges - a suspect in ten robberies among them. The word went out through the media that bank robberies are a losing proposition in Hamilton. Robberies plunged from nine in August (when the unit was set up) to only two in October. The task force also assisted with numerous other robberies in Ontario and British Columbia.

Two out-of-town robbers told investigators there were so many robberies in Hamilton, they





thought they could just blend in with the others and not be caught. They were wrong!

Our Service is working closely in partnership with area financial institutions to put more and better protective measures in place to provide greater protection to employees and customers, and assistance to investigators.

## The New War On Drugs

With a crash, a door flies open and members of our Emergency Response Unit swarm through a house, fanning out like a rushing river, securing it in seconds. The vice and drug team is right behind, with "Police" standing out boldly on their blue raid jackets.

The occupants of the crack house wear a shocked expression, some of them just stare blankly, not yet understanding the trouble they're in.

Increasingly, such scenarios are being played out in Hamilton-Wentworth as our focus shifts to major players in the drug world, away from the small-time user. "They gave us quantity arrests and notoriety", says Bryan Barker, the Acting Detective Sergeant in our Vice and Drug Branch. "But for every crack house we close down, there comes with it a dealer and house full of users. For every dealer and user arrested, numerous associated crimes like break and enters, thefts, and prostitution, used to support their habit, are prevented."

Project LOCOS was a major case from 1996. Stemming from a sin-

gle arrest, two major drug rings with connections in Venezuela, Miami, New York, Montreal, Toronto and Hamilton were completely smashed. Over \$320,000 worth of cocaine was seized, along with marijuana and magic mushroom, and more than \$150,000 in cash. Weapons ranging from crossbows to pistols - loaded - were also found. Fifteen people were charged.

LOCOS involved officers from Hamilton, the RCMP, Halton, Toronto, and the U.S. These large-scale partnerships are becoming typical, as agencies exchange critical information and work across boundaries. And they work. As Acting Detective Sergeant Barker quietly notes, "We are definitely preventing numerous drug-related crimes within our community."

## Project Firefly

In late 1995 and early 1996, Hamilton's downtown and east end were victimized by a new round of deliberately-set fires. Area residents were terrorized by the firebug as porches burned, sheds went up in flames and their homes set on fire.

Project Firefly was created January 15 as a joint task force between the Fire Department, the Fire Marshall's Office, the Insurance Crime Prevention Bureau and our detectives. "This is criminal terrorism" noted Deputy Chief Robertson.



Growing marijuana at home proved a dead-end street for two Mount Hope residents. Detective Steve Stone illustrates the size of the multi-million dollar operation, the biggest-ever hydroponic drug bust in our region. The plants were growing in a specially-built bunker under a rural barn.





This fatal fire was the result of careless smoking, but it illustrates the devastation caused by arsonists early in the year, which led to Project Firefly. Constable Jim Greenwood reviews the fire scene for his report.

In addition to a team of detectives assigned full-time to the case, under the direction of Detective Sergeant Sid Millin, beat officers stepped up patrols through the back alleys in the area.

Arrests began almost immediately. The project had unexpected results when many suspicious persons, although not charged with arson offences, were charged with everything from drugs to weapons offences.

By project's end in March, an impressive record had been compiled. There were 13 arrests for

arson-related offences which caused over one million dollars in damage, including the three quarters of a million dollar Lakeview School fire. Seven youths under the age of twelve were cautioned for arson offences.

All told, the project netted fifty-seven arrests and forth-eight charges. Did we get the arsonists? The outbreak of arsons has stopped. Is the problem solved? Only time will tell. But if it comes back, procedures now fixed in place will be activated immediately, and Firefly will hit the streets again.

## Crime Stoppers Hamilton Sets Precedent

Hamilton, 1995. Tragedy! A man, walking home, is murdered. Homicide detectives do not turn up any witnesses or leads. However, several days after the murder, the Crime Stoppers "tip line" rings, "I know who did it!". Acting on this information, detectives arrest and charge two persons with murder.

During the trial, defence lawyers subpoenaed Sergeant Bill Stewart, our Crime Stoppers Coordinator. The order demanded that he produce the Crime Stoppers tip sheet that led police to the two accused.

Sergeant Stewart, before complying, immediately sought assistance from counselor Melissa Kennedy. Kennedy, with Police counsel Laurie Vechter, moved to quash the subpoena.

"This request threatened the very foundation of the Crime Stoppers program since the privilege of anonymity is guaranteed to anyone calling the 'tips' line," recalls Sergeant Stewart. "Although the tipster's identity was not revealed, the two suspects may have been able to determine who the caller was based on information contained in the documents."

Although the defense counsel argued extensively for production of the tip sheet, the judge ruled in favour of Crime Stoppers and Sergeant Stewart was not required to disclose information





Crime Stoppers Coordinator Sergeant Bill Stewart shows off a collection of firearms seized as a result of an anonymous tip. Tipsters perform a valuable role in community policing.

about the anonymous tip. A relieved Sergeant Stewart notes, "This means our callers can remain assured their anonymity will always be respected!"

The ruling of this case was of great importance not only to our Hamilton-Wentworth Regional Police Crime Stoppers program, but to programs all across the country. "In Canada, Crime Stoppers started in 1982, and it now operates in 21 countries world-wide - it is just that successful!" says Sergeant Stewart.



# Our numbers at a glance

- Budget
- Personnel Statistics
- Staff Diversity
- Frontline and Administration/Support Breakdown
- Calls for Service
- Criminal Code Offences
- Youth Crime Trends
- Hate/Bias Crimes
- Traffic Statistics
- Letters of Commendation
- Complaints





# Hamilton-Wentworth Regional Police Budget

## Expenditures By Object

Object	1996	1995
• Salaries & Benefits	\$60,901,250 (82%)	\$60,296,190 (81%)
• Purchased Goods & Services	\$9,408,310 (13%)	\$10,782,220 (15%)
• Capital Financing	\$3,045,000 (4%)	\$2,174,000 (3%)
• Insurance, Legal & Financial Services	\$712,820 (1%)	\$757,720 (1%)
<b>Total Expenditures by Object</b>	<b>\$74,067,380 (100%)</b>	<b>\$74,010,130 (100%)</b>

## Expenditures By Program

Program	1996	1995
• Patrol Divisions	\$38,005,990 (51.3%)	\$39,006,560 (52.7%)
• Investigative Services	\$9,964,430 (13.4%)	\$10,152,020 (13.7%)
• Support Services	\$9,831,000 (13.3%)	\$11,100,850 (15.0%)
• Operational Services	\$8,599,920 (11.6%)	\$3,065,970 (4.1%)
• Administrative Services	\$4,067,070 (5.5%)	\$7,334,260 (9.9%)
• Office of Chief/ Deputy Chief	\$1,317,190 (1.8%)	\$1,005,190 (1.4%)
• Unallocated Expenses	\$2,172,580 (2.9%)	\$2,237,580 (3.0%)
• Police Services Board	\$109,200 (0.2%)	\$107,700 (0.2%)
<b>Total Expenditures by Object</b>	<b>\$74,067,380 (100%)</b>	<b>\$74,010,130 (100%)</b>

Note: Organizational restructuring occurred between 1995 and 1996



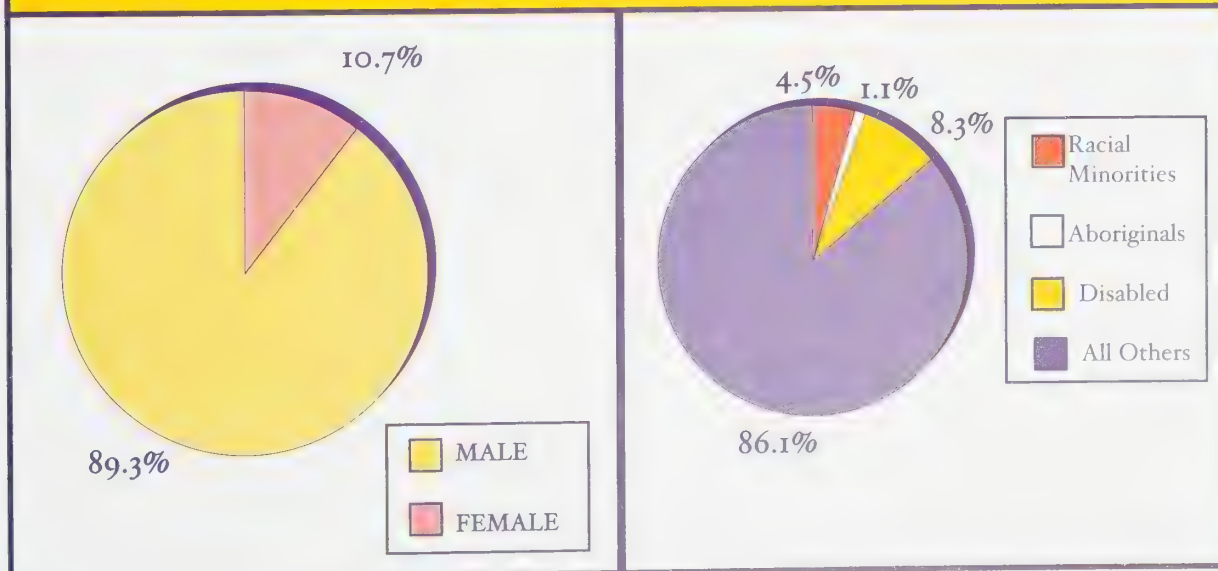
## Personnel Statistics

	1995		1996	
	Female	Total	Female	Total
Chief	0	1	0	1
Deputy Chief	0	1	0	1
Superintendents	1	7	1	6
Inspectors	0	11	0	12
Staff Sergeants/Detective Sergeants	0	21	0	23
Sergeants/Detectives	4	125	5	132
Constables/Detective Constables	67	509	64	486
Total Civilians	166	245	149	443
<b>Total Sworn &amp; Civilian</b>	<b>238</b>	<b>928</b>	<b>219</b>	<b>984</b>
Auxiliary Volunteers	55			
Victim Services Volunteers	85			
Community Policing Centre Volunteers	151			

(Source: HWRP Human Resources Statistics, HWRP Auxiliary Branch Statistics, HWRP Victim Services Branch Statistics, HWRP Community Services Branch Statistics)

## Staff Diversity

- In 1996, HWRP had 71 female police officers out of a total actual strength of 661.
- According to the Employment Equity breakdown, we had 30 police officers representing the Racial Minority Groups, 7 representing the Aboriginals, and 55 representing the Disabled Groups.



(Source: HWRP Human Resources Statistics)



## Frontline & Administration/ Support Breakdown

- The following table shows a breakdown of our police officers/special constables in a frontline and administrative or support role in 1996.
- Frontline officers/special constables include patrol, reception, community response and marine: constables, special constables and sergeants.
- The ratio of Frontline members to Administration/Support members is 2.3:1.

	Frontline 1996	Admin. & Support 1996	Total
• Office of Chief/Deputy Chief	-	7	7
• Administrative Services	-	9	9
• Support Services	-	9	9
• Operational Services	20	25	45
• Division 1	173	20	193
• Division 2	133	21	154
• Division 3	141	19	160
• Investigative Services	-	96	96
<b>Total</b>	<b>467</b>	<b>206</b>	<b>673</b>

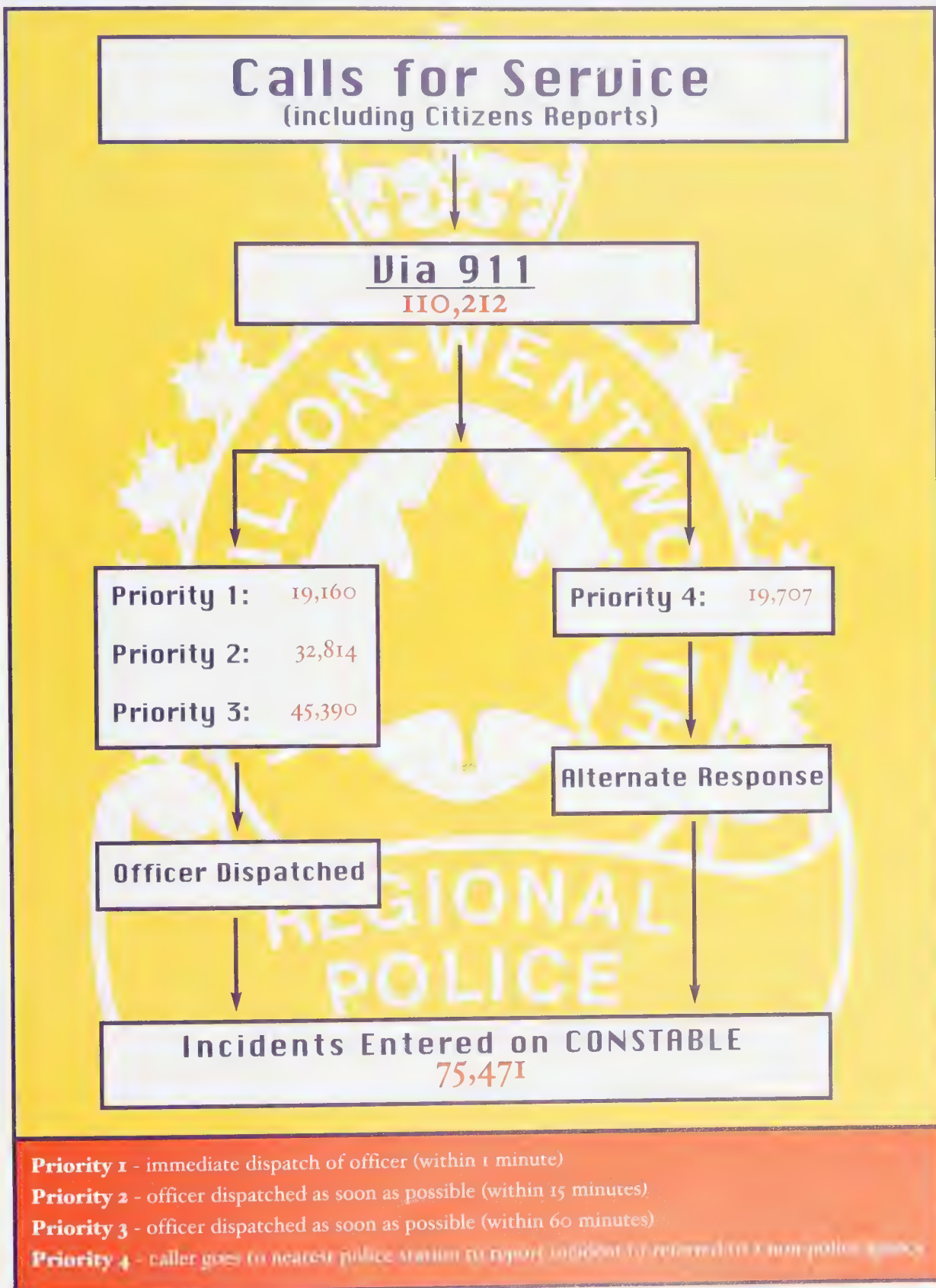
(Source: HWRP Monthly Staffing Report 15 December 1996)





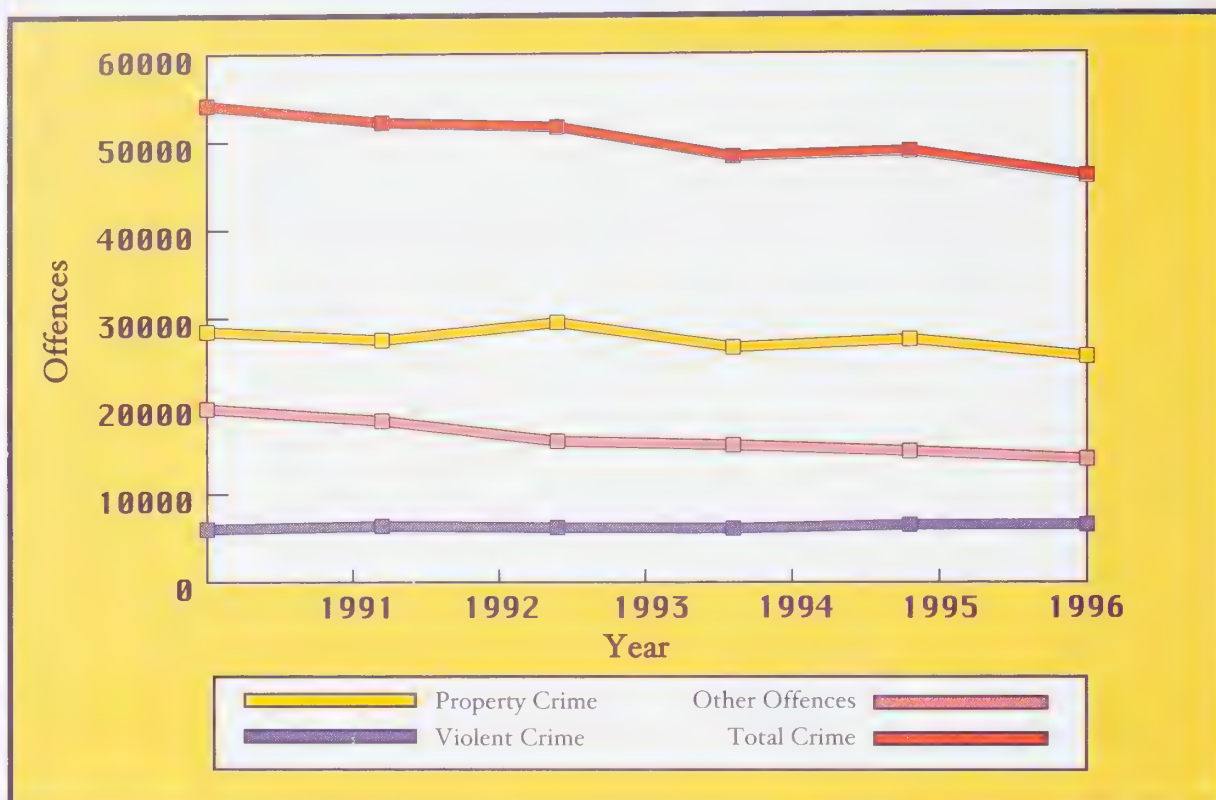
# Calls for Service

(Source: HWRP Communications Section Statistics & Records Section Statistics)





# Criminal Code Offences



\* Note: Other Offences include: Prostitution, NCA & FDA, Gaming & Betting, Poss. Off. Weapons, Other Criminal Code, Federal Statutes, Provincial Statutes and Municipal By-Laws.

(Source: HWRP Statistics for Statistics Canada)

• In 1991, there was a 1 in 8 chance of being a victim of crime or an 88.0% chance of not being a victim of a criminal offence. In 1996, this rate decreased to a 1 in 10 chance of being a victim or 90.16% chance of not being a victim of a crime.

• The rate of Violent Crime increased slightly over the same time period - in 1991, there was a 1 in 75 chance of being a victim of a crime and in 1996, a 1 in 72 chance of being a victim. However the rate of non-victimization remains in the high ninety's.

• The rate of Property Crime decreased in 1996 to 1 in 18 from 1 in 16 chance of being a victim in 1991- over 93% chance of not being a victim.

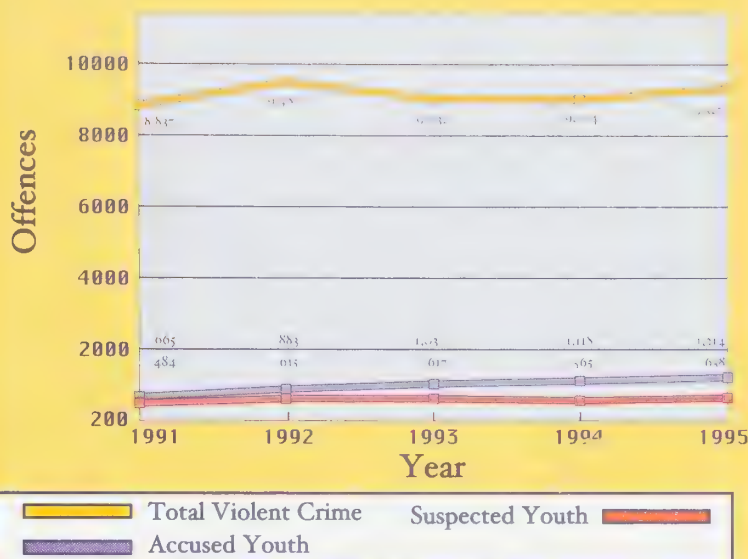


## Youth Crime Trends

- More incidents involving young offenders come to police attention because of zero-tolerance policies in schools and police cooperation with social service agencies dealing with youth. (Source: HWRP Regional Youth Coordinator)

- A steady increase in overall youth involvement in violent crime has been reported in Hamilton-Wentworth. Youth involvement refers not only to youth who have been charged with a criminal offence, cautioned by police or referred to an external agency but also to youth who are suspected of committing an offence. (Source: HWRP Crime Analyst Report, October 1996)

### Total Violent Crime & Youth Involvement



(Source: HWRP Crime Analyst Report, October 1996)

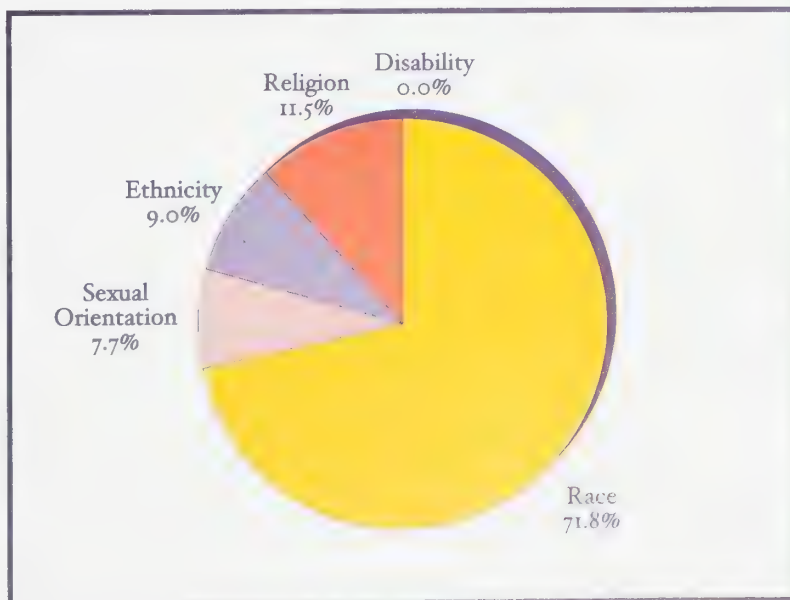
- Violence among teenagers has increased for both repeat offenders as well as between female youth. (Source: HWRP Regional Youth Coordinator)

- Property crimes committed by young offenders have decreased except for theft of motor vehicles. (Source: HWRP Regional Youth Coordinator)

## Hate/Bias Crimes

- 1996 was the first year HWRP generated Hate/Bias Crime statistics. As with most new systems, many improvements were made along the way; reports were redesigned, new retrieval methods were created and patrol officers were made more aware of how to recognize hate/bias crimes. These improvements will have a positive impact on our service delivery.

- In 1996, 78 incidents involving hate/bias crimes were documented by our officers - 56 incidents were based on race, 9 on religion, 7 on ethnicity and 6 on sexual orientation.

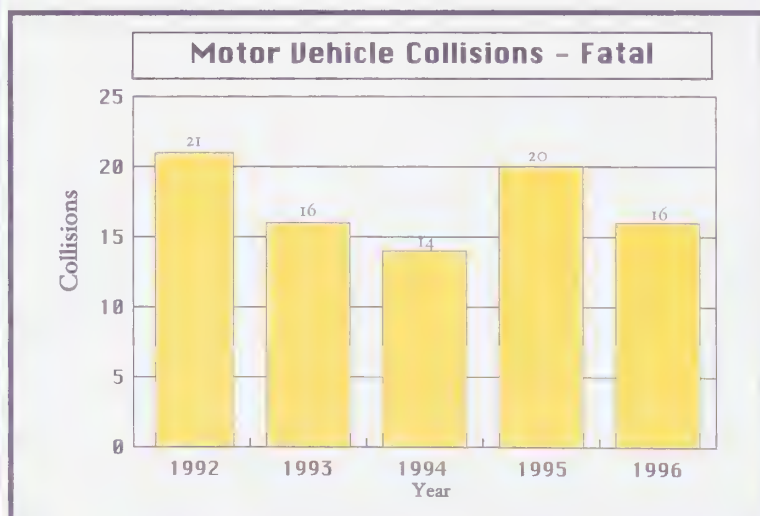
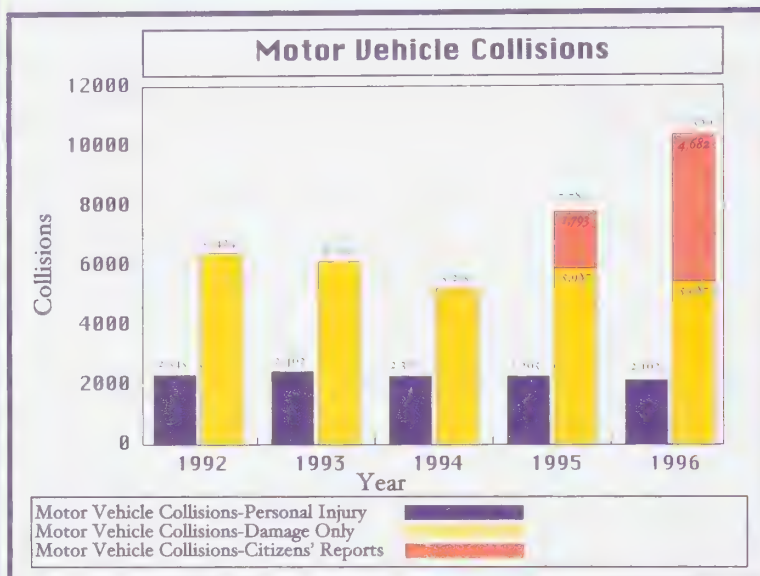


(Source: HWRP Street Crime Unit Statistics)



## Statistics

- Community awareness and the efforts of our front-line staff, in particular our decentralized Division Safety Officers, produced a reduction in personal injury accidents and fatalities.
- Between 1995 & 1996 the number of Citizens' Reports for minor vehicle accidents more than doubled. This is a strong indication that the public has become more aware of our alternative reporting system (since 1994, citizens have been able to report minor incidents at our Community Policing Centres and Police Stations).
- Of the 16 motor vehicle fatalities in 1996, 5 were alcohol related compared to 7 in 1995.
- Our focus on traffic safety is complemented by our continuing commitment to reduce impaired driving in the Region. Our year round RIDE lane deployment resulted in 66,683 road side checks.



(Source: HWRP Traffic Branch Statistics)



"Safe roads" are more than a new coat of asphalt and lighting. Constable Tom Chalmers, our Division 1 Safety Officer, ensures motorists have safe vehicles and follow traffic restrictions.



# Letters of Commendation

Constable Brandi Frazier gets the details of an accident from a witness. Cooperation from the public is essential to good policing, and in Hamilton Wentworth, that partnership increases yearly.



- In 1995, our Service received a total of 170 letters of commendation and appreciation from citizens, businesses and organizations regarding the work of our members. The community was especially appreciative of the caring attitude and quality service of many of our officers.
- In 1996, the number has increased to 220, representing a 28.9% increase over 1995. Many of the letters related to quality of the service provided.

(Source: Deputy Chief Robertson's Good News File)



Constable Paul Staats gave up his coat to keep an elderly woman of the Northview Seniors Residence warm after a fire forced an evacuation. Paul was one of several Resident staff, firefighters and police officers who responded to the call, blamed on careless smoking.

Constable Dave Hope works with a robbery victim to get a description of the gunmen who robbed this White Rose store. Bandits like these do more than take money - the fear and trauma of the victims can last for years.



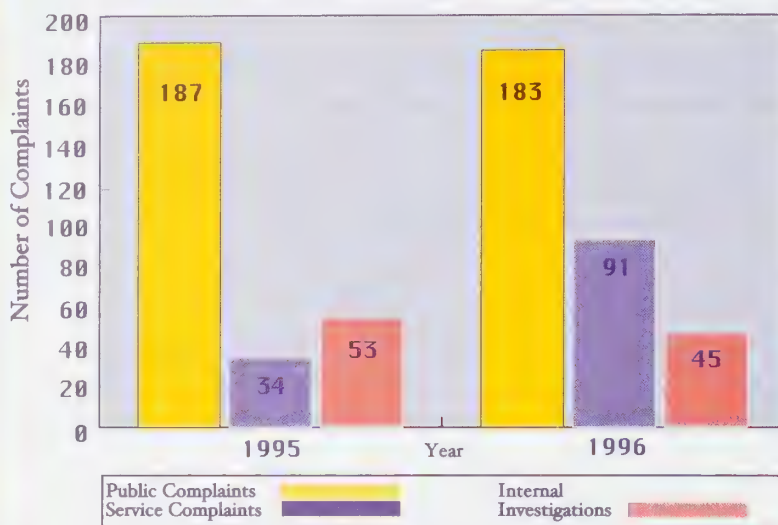
# Complaints

- Public complaints are defined as "any complaint made by a member of the public orally or in writing concerning the conduct of a HWRP officer or any other police officer as defined in the Police Services Act, R.S.O., 1990."

- Service complaints are "any complaint of a general nature, made by either a member of the public or a member of this Service, related to the delivery of service by the Hamilton-Wentworth Regional Police."

- Internal investigations are "any complaint regarding the conduct of any member of HWRP, including civilian members, which are not properly a Public Complaint or a Service Complaint."

1995 - 1996 Complaints



- The above graph shows the total number of complaints received by HWRP in 1995 and 1996. It should be noted that a more accurate record keeping system was introduced in 1996 which accounts for the

increase in Service Complaints.  
(Source: HWRP Professional Standards Branch Statistics)

## Regional Map



### Division 1

Station 10 (Central Station)  
155 King William Street, Hamilton

Jackson Square Community Policing Centre, Hamilton

Landsdale Stinson Community Policing Centre  
499 King Street East, Hamilton

Beasley Community Policing Centre  
27 Elgin Street, Hamilton

### Division 2

Station 20 (East End Station)  
2825 King Street East, Hamilton

Centre Mall Community Policing Centre  
1227 Barton Street East, Hamilton

### Division #3

Station 30 (Mountain Station)  
488 Upper Wellington, Hamilton

Station 31 (Ancaster/Flamborough/Dundas Station)  
2 King Street West, Dundas

Waterdown Community Policing Centre  
32 Hamilton Street North, Waterdown

Lime Ridge Mall Community Policing Centre  
999 Upper Wentworth Street North Hamilton



# Our awards at a glance

- Awards
- Awards for Conduct
- Award for Achievement
- Awards for Service
- Police Services Board Awards for Courage
- Police Services Board Citation of Merit
- Police Services Board Awards for Partnership
- Member of the Month/Year
- Police Exemplary Service Medal
- Auxiliary Police Exemplary Service Medal





The demands placed on policing are great, but the rewards often are just as great. The reward is in knowing that our efforts have made a difference - that we did our best.

1996 was an exemplary year for our members and our Service in this regard. Many of our members were honoured for brave conduct, service to our community or significant achievement. Although it is not possible to include all the awards our members received, the honours listed are representative of our entire Service.

Equally important as our members' awards is the recognition by our Service of the valuable support from the community. In 1996, many citizens came to the aid of individual members of our Service, or the Service as a whole. Our Police Services Board has recognized this service with Awards for Partnership, Courage or Merit.

These stories are the stories of heroes - people not afraid to do something, to get involved, to make a difference. There are lots of them out there and we honour them.

## Awards For Conduct

Veteran Hamilton/Wentworth Regional Police Constable Mike Joy was one of only 11 officers to be awarded the Ontario Medal for Police Bravery in 1996. The annual award recognizes acts of exceptional bravery, undertaken with due concern for personal safety. It also focuses public attention on the dangerous duties of our police officers.

Constable Joy was on patrol in downtown Hamilton when he spotted a house on Cathcart Street fully engulfed in flames. Bystanders told him there were two people inside. Mike kicked in the front door and despite the black, choking smoke flooding the air, he crawled in and found a disoriented man.

He brought the man out to safety - and went back in to the fully-involved building to find the second victim. Even though in grave danger from the fire and smoke, he called out to the man and told him to lie down and stay put, that the Fire Department was on the way.

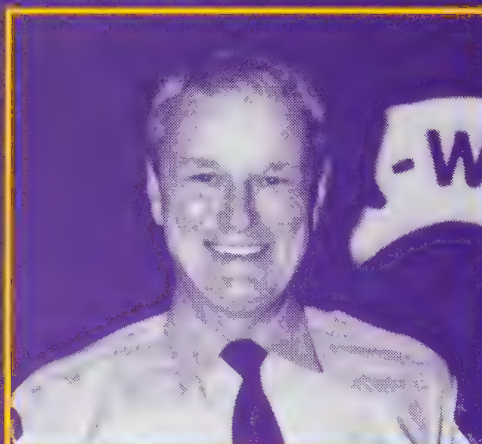
Constable Denise Leonard was the first

back-up officer to arrive. As she approached the front door, she heard someone coughing and choking. She ran up the stairs and into the hallway where she saw Constable Joy fall to the floor, gasping for air. After help-

ing him to safety, she heard Mike say there was another man inside. A firefighter then ran into the house and Denise followed to provide light with her flashlight. They were forced out of the house by the dense smoke. Other firefighters arrived and were successful in rescuing the second man.

The quick, heroic actions of Constable Joy saved the life of at least one man, and

by offering sound advice and encouragement, perhaps a second. The fast thinking and selfless courage of Constable Leonard probably saved the life of Constable Joy. Both officers were awarded the Saint John's Ambulance Award and the Hamilton Safety Council Award for their courageous and life-saving actions.



Top: Constable Mike Joy  
Bottom: Constable Denise Leonard





## Award For Achievement

Quality Service, leadership, community based policing: in many respects, these concepts are embodied to the fullest in our Service's Crime Stoppers program. As proof, we walked away with three top awards at the Annual International Crime Stoppers Training Conference.

The awards included: first place for the most cases cleared, first place for greatest dollar amount of recovered stolen property and second place for making the most arrests. In total, more than 1,000 chapters of the non-profit program competed for the awards. Our branch competed - and won - against 30 cities with similar populations. It's not really a competition, though - with Crime Stoppers, it's our community that wins.



The best! Our Crime Stoppers program has "topped out" consistently with awards at international conferences. 1996 Coordinator Sergeant Bill Stewart, assistant Sharon Pallister, Chairman for the Board of Directors, Harrison Arrell and Investigative Services Superintendent Bruce Elwood show off our 1996 trophies. The Hamilton-Wentworth program was one of the first in the world and it remains one of the most effective.

## Awards For Service

Countless members of our Service provide thousands of hours of service to the community every year, in connection with our Service or from a sense of personal commitment - or both. The awards below illustrate the richness and depth of the many who give selflessly.

The Hamilton-Wentworth Regional Police Service was hon-

oured when Detective Jorge Lasso, one of our pioneers in the area of race relations, received a prestigious award, the Gold Medal for excellence in Race Relations, from the Human Rights and Race Relations Centre in Toronto. Detective Lasso was our first "Ethnic and Race Relations Officer", holding the position from 1987 to 1991.

Project Concern, our Police Charity Fund, received the Leonard G. Lawrence Award for 20 years of commitment to our community. The charity is run by a volunteer board of directors who oversee funding requests and community needs for financial support. Project Concern has given over \$500,000 to charity, and has become well-known within our

community. The board of directors volunteer hundreds of hours every year to make Project Concern an extension of our Police Service and showing the community we care.

Norm McLean has been a police officers for 23 years - but he has been playing the role of Santa for longer than that. Norm received the I.O.D.E. appreciation award for his continuous commitment to his community. Norm has been donning the red suit and entertaining children for at least 15 years. All monies he receives from his efforts are donated to charity. Our "Santa in blue" has spread joy to countless numbers of children of all ages.

## Police Services Board Awards for Courage

For the sworn members of our Service, there is a duty to take action in a critical situation. This attitude is also reflected in the actions of our civilian members. But we're not alone in this. Time and time again, members of the public have willingly put themselves at risk when confronted by a sudden emergency, and our Police Services Board recognizes these community heroes every year.

A group of seniors from Grace Villa Nursing home were on an excursion at the Harbourfront Park when an partially-paralyzed 80-year old resident fell asleep at the water's edge. Somehow, the

brakes on his chair let go and the man and the wheelchair fell off a three-foot ledge into seven feet of cold water. Hearing the splash, Don Lockwood, Heather Khoury and Claire Annis plunged in to save the man. Struggling underwater, they unfastened his chair seat belt and brought him to shore.

Shawn Hawke and Kenneth Genes saw flames coming from the rear of a near-by home. The two men ran to the house and attempted to notify the neighbours. After receiving no answer at the door, they broke a basement window and pulled two females to safety. Both men then assisted an arriving police officer in his attempt to rescue a small child from the main floor apartment.

After entering a Mac's Milk store, Philip Tassi was confronted by a man who placed a gun to his head and demanded his wallet. Mr. Tassi refused and grabbed for the suspect's gun. The two struggled onto the parking lot where two shots were fired. One tore a hole in Mr. Tassi's shirt, but did not injure him. The suspect was finally subdued and held for police.

On May 11, 1995, Detective John McNiven was assaulted by a man who swung a cane at the officer, striking him on the arm. The two struggled as the accused resisted arrest. Vinnie Ryan happened upon the scene and helped the officer subdue the suspect, even though numerous other citizens in the area ignored the struggle.



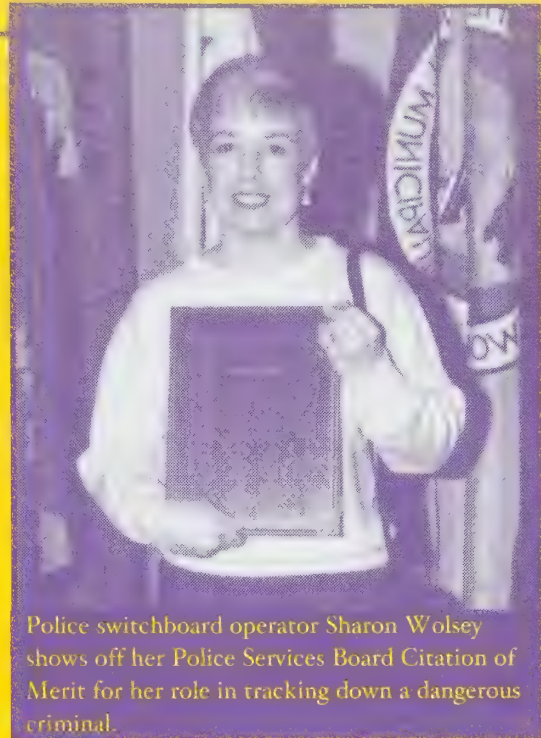
"And officer, I would like...." Behind the white and red is a heart of gold belonging to Constable Norm McLean, who has played Santa for two decades. Thousands of children have benefited from Norm's generosity, which has earned him the I.O.D.E. honours.



## Police Services Board Citation of Merit

The Citation of Merit is awarded in recognition of acts of personal bravery or highly meritorious police work by a member of our Service. The award is given when their actions go far beyond what would normally be recognized with a written commendation.

Sharon Wolsey, a Switchboard Operator in our Communications Branch was on her way to work in a taxi when the cab driver began discussing an odd fare he just had. Sharon realized the incident was suspicious, and believed the cab driver may have located a person wanted for a very vicious assault several days prior. She checked with investigators and was able to relay the information describing the location of the suspect. Ms. Wolsey's information led to the arrest of this violent person.



Police switchboard operator Sharon Wolsey shows off her Police Services Board Citation of Merit for her role in tracking down a dangerous criminal.

## Police Services Board Awards for Partnership

Heroism can take many forms, from physical to moral. In Hamilton-Wentworth, we are fortunate to have citizens who are willing to get involved and provide valuable assistance to our Service. We recognize these actions with Partnership Awards.

In a period of 2 months, five fires were set in the area of 540 King Street East in Hamilton. Police investigators had a suspect, but were unable to conduct proper surveillance without the assistance of Scherry Taylor. Ms. Taylor allowed investigators access to her apartment for countless hours of surveillance that ultimately resulted in the arrest of the suspect.

Paul Brown came upon a motor

vehicle collision involving an impaired driver. The driver attempted to run from the scene and punched the other driver when he was held back. Mr. Brown gave chase and by verbal persuasion and physical presence convinced the driver to return to the scene. The man was arrested.

After a church service at Binkley United Church, a convicted pedophile was attempting to lure a six-year old girl away from her parents. William Humphries, a custodian at the church, confronted the suspect about his actions and the child escaped back to her family. The suspect was later arrested.

Andrew Ottay, a Jobs Ontario Youth, was on a ride-along with

Constable Gary Heron when they went to a noise complaint on Erie Ave. Smoke was seen coming from one of the homes. The officer and Mr. Ottay were able to force open the front door of the home and get the four occupants safely away from the home. Mr. Ottay is now a police officer with our Service.

The Hamilton Mountain and Glanbrook Neighbourhood Watch group funded and assisted in the re-decorating of the Children's Activity Room in the Child Abuse Branch of our Police Station. The dedication of the group and their vision for community partnership goes well beyond that of many groups.

## Member of the Month/Year

The Member of the Month/Year Award is presented to serving members - individuals who made outstanding contributions while performing their duties. These Members (sworn or civilian) are honoured for their dedication, spirit and commitment. The award is sponsored by a member of our community, and we respect their wish to remain anonymous.

### Members of the Month

Constable Mike Joy  
Constable Denise Leonard  
Joe Valessi, Civilian  
Lisa Morrow, Civilian  
Lisa Hemingway, Civilian  
Constable Leslie Lee  
Detective Bob MacDonald  
Constable David Couture  
Constable Tony Belisario  
Constable Pat Henderson  
Detective Constable Don Clark  
Constable George Giacinti  
Constable Jon Alsbergas

### Members of the Year

Constable Mike Joy  
Constable Denise Leonard



## Police Exemplary Service Medal

Twenty years is a long time - and twenty years of police service "...of such good standard as to merit an award..." is a significant achievement in the career of any police officer. That's the criteria for the Police Exemplary Service Medal, and that's why it's worn with pride by all recipients.

In 1996, twenty-one of our officers were honoured with the PESM. A further nine received the bar to the medal, indicating thirty years of meritorious service.

### PESM Recipients:

Sergeant Peter Barron  
Constable Richard Boucher  
Sergeant Michael Campbell  
Constable Richard Cathcart  
Sergeant Pieter Ciere  
Detective Ronald Collingwood  
Detective William Cook  
Detective Jack Coruzzi  
Constable Michael Fazari  
Constable Mark Finkelstein  
Detective Alan Jones  
Constable Andrew Kirkland  
Constable Bert Lukosius  
Constable Douglas Manto  
Detective Stan Marek  
Constable Jack McFarland  
Det. Constable Duncan Morrison  
Detective Jeffrey Post  
Constable Stephen Skuse  
Constable Gaelle Visser  
Constable Fred Wegner

### Thirty year Bar Recipients:

Constable Terrance Barrowcliffé  
Superintendent Gary Ireson  
Sergeant William Harris  
Detective Robert Jamison  
Inspector John Lynch  
Constable Donald McPherson  
Constable Richard Pearson  
Staff Sergeant Olivo Tonello  
Staff Sergeant James Willis

## Auxiliary Police Exemplary Service Medal

Our Auxiliary Officers are eligible for the Ontario Auxiliary Police Medal. It is awarded for 20 years of continuous service in recognition of their contribution to policing and the community. The medals recognize efficient and faithful service and the devotion and discipline of our Officers. Our service is proud to honour the 1996 recipients:

### Thirty Year Bar Recipients

Staff Sergeant Eugene Mason  
Constable Walter Scott



# Dedication

This Annual Report is dedicated to  
Superintendent Clifford E. Jackson  
1940 to 1996

## Farewell, Good Friend

What did Cliff Jackson mean to me?  
A friend, a mentor, a special person you see.

What Cliff gave to me, I'm sure he gave to us all,  
If you had a problem, you need only just call.

His presence was calming, and he offered support,  
His style was to listen, not cut you off short.

A man of great patience, showing malice toward none,  
He focused on fairness, and not on who won.

He led by example and spoke from the heart,  
He has been a true leader, right from the start.

His priorities in life were easily measured,  
He enjoyed his police service, but his family he treasured.

His life has enriched ours for so many years,  
But we must say farewell, now despite all our tears.

Cliff, we will miss you. We've lost one of the best,  
But we know that you're watching, for you've passed God's test.

Your friend,  
Bob Martin



1 JUL 16 2005



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